



TRAINING STYLES IN 4 EUROPEAN COUNTRIES

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Combined views of employees, HR departments and training managers on the training methods used in four European countries: France, the United Kingdom, Spain and Germany.

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ACCELERATING SUCCESS



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INTRODUCTION



Pascal Debordes
Director of e-Learning Solutions, Cegos Group

This fourth edition of our study on training methods contains a wealth of new information, not only because this year's edition looks at **three other European countries (the United Kingdom, Spain and Germany)** but also because the current economic climate adds a new dimension to the study.

This year, we also wanted to take an innovative approach.

First of all, we decided to widen the scope of our study to include **companies with more than 500 employees**. For the last three years, our study only looked at the responses from employees working in companies with more than 1,000 employees.

We have also made changes to the profiles of the individuals questioned to **make our study more representative**.

And finally, we also decided this year to question **employees, HR departments and training managers** and to compare the respective expectations of these different groups.

This year's study was a real challenge: **2,355 employees and 485 HR departments and training managers responded to our survey!** The responses we received threw up some real surprises and, of course, some interesting outcomes:

- ▶▶ Despite the current crisis, **83% of the HR departments and training managers questioned expressed a need to maintain or increase their level of investment in training** in 2009.
- ▶▶ **95% of the people questioned said that they were satisfied with their training.** 89% of respondents were happy with their blended training, and 82% with their e-learning training.
- ▶▶ When asked about the future, **50% of employees expressed a desire to see increased use of e-learning and blended training programmes.**
- ▶▶ In the four countries involved in our study, **40% of the people questioned had followed an e-learning training programme.** However, France is way behind (24%), with Spain out in front (51%), closely followed by the United Kingdom (47%).
- ▶▶ In terms of e-learning, the majority of learners expect **more simulations**. They also place great importance on the visual and educational quality of the modules.
- ▶▶ Finally, employees seem generally more **open to the development of new training methods** than the HR departments and training managers that we questioned.

I hope you enjoy reading this study.

Regards,

Pascal Debordes

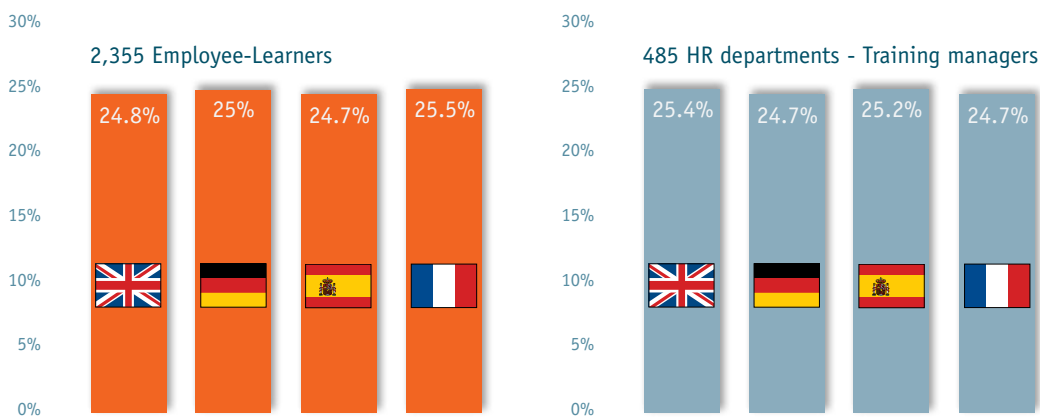
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SURVEY METHODOLOGY

▶▶ **The Cegos Observatory** carried out this survey in March 2009, in four European countries: the United Kingdom, Germany, Spain and France.

Country	United Kingdom	Germany	Spain	France	Total
Employees	585	588	582	600	2355
%	24.8%	25%	24.7%	25.5%	100%

▶▶ **The survey questioned 2,355 employees** who had followed a training programme in the last three years and **485 HR departments/training managers** working in companies with **more than 500 employees**.



▶▶ The representative sample used for this study was obtained by questioning more than 55,000 people. The final sample contained around 600 people from each country.

Total	Number of employees		Mgmt / non-Mgmt		Age group		
	Criteria	Fewer than 1,000	More than 1,000	Management	Non-Management	< 35 yrs old	35 - 44 yrs old
All 2,355	683 29%	1672 71%	509 22%	1846 78%	964 41%	751 32%	640 27%
GB 585 - 24.8%	149 25%	436 75%	109 19%	476 81%	241 41%	180 31%	164 28%
GER 588 - 25%	167 28%	421 70%	137 23%	451 75%	242 40%	181 30%	165 28%
SPA 582 - 24.7%	187 31%	395 66%	113 19%	469 78%	241 40%	210 35%	131 22%
FR 600 - 25.5%	180 30%	420 70%	150 25%	450 75%	240 40%	180 30%	180 30%

▶▶ In total, the survey covered 485 companies in various sectors of the economy.

Criteria	Position				Sector			
	Finance Mgmt Accounting HR	Sales	Production	Others	Services	Industry	Trade Distribution	Others
All 2,355	833 35%	263 11%	750 32%	509 22%	1084 46%	648 28%	170 7%	453 19%
GB 585 - 24.8%	234 40%	42 7%	116 20%	193 33%	248 42%	163 28%	24 4%	150 26%
GER 588 - 25%	175 30%	96 16%	186 32%	131 22%	244 41%	217 37%	67 11%	60 10%
SPA 582 - 24.7%	228 39%	41 7%	239 41%	74 13%	316 54%	121 21%	31 5%	114 20%
FR 600 - 25.5%	196 33%	84 14%	209 35%	111 19%	276 46%	147 25%	48 8%	129 22%

1 - TRAINING PROGRAMMES IN THE FOUR COUNTRIES: METHODS, DISCIPLINES AND DURATIONS



The British deliver more training with fewer resources

What type(s) of training programme was/were followed? (Several answers possible)

	All countries				
Group training: members of your department	78%	85%	79%	76%	74%
Individual training (Tutoring, coaching, etc)	31%	41%	35%	26%	23%
Group training: large number of people within the company	24%	17%	22%	27%	28%
Group training: several people from different companies	18%	19%	22%	15%	16%
New employee integration programme	16%	29%	10%	13%	12%

▶▶ The United Kingdom comes out top in terms of group training within the same department, individual training and new employee integration programmes. The leading position of the United Kingdom is not a surprise: this result confirms the findings of the Cegos CSA study in March 2008.

▶▶ The United Kingdom has the highest number of employees undergoing training, a low training budget (three times less than the average budget in France), and the most successful measurement of return on investment.

▶▶ "In-company", "major training roll-out" programmes are seen more frequently in France

▶▶ In Germany, "open-courses" training is used more often than in neighbouring countries.

2 - THE DISCIPLINES AND DURATIONS OF GROUP TRAINING PROGRAMMES



Technical and Job-related training: a French specificity

In terms of the group training programmes you followed, what disciplines did they cover?

	Technical and Job-related Training Programmes				
Job-related technical training	44%	52%	29%	24%	72%
Technical training on the company's products or services	32%	39%	28%	36%	27%
	Training Programmes linked to Position	Mgmt / Non-Mgmt Ranges			
IT, software, internet	33%	26%	32%	43%	31%
Quality, safety	23%	16%	24%	29%	24%
Sales and marketing	18%	13%	25%	19%	17%
Management, finance, accounting	16%	18%	14%	18%	14%
Human resources	14%	15%	14%	17%	9%
Purchasing, logistics	8%	7%	11%	7%	7%
	Personal Development Training Programmes	Mgmt / Non-Mgmt Ranges			
Professional effectiveness and communication	25%	27%	28%	23%	23%
Management	21%	23%	22%	20%	18%
Leadership	15%	25%	9%	19%	6%

▶▶ "Technical" and "job-related" training programmes are the most popular in all countries, but France holds the record in this category. These types of training programme are a French specificity, and are primarily carried out using internal resources.

▶▶ "IT" and "software" training programmes remain, as always, near the top of the list.

▶▶ Similarly, "Quality and Safety" training programmes are also widely used, ahead of other types such as "Management" and "Personal Development".

▶▶ There is a significant difference between the amount of "Leadership" training programmes in France (6%) and in the United Kingdom (25%) and Spain (19%). This is primarily due to cultural differences: the definition of a "leader" in English-speaking countries is much broader than in France, and the term is not always associated with managers.



*Length of training programmes:
becoming increasingly shorter*

Indicate which of the following types of training you have followed...

	All countries				
Group training in the classroom with a trainer, lasting one day	73%	86%	68%	69%	69%
Group training in the classroom with a trainer, lasting two days	60%	65%	60%	55%	60%
Group training in the classroom, with a trainer, lasting three days or more	56%	51%	53%	64%	57%

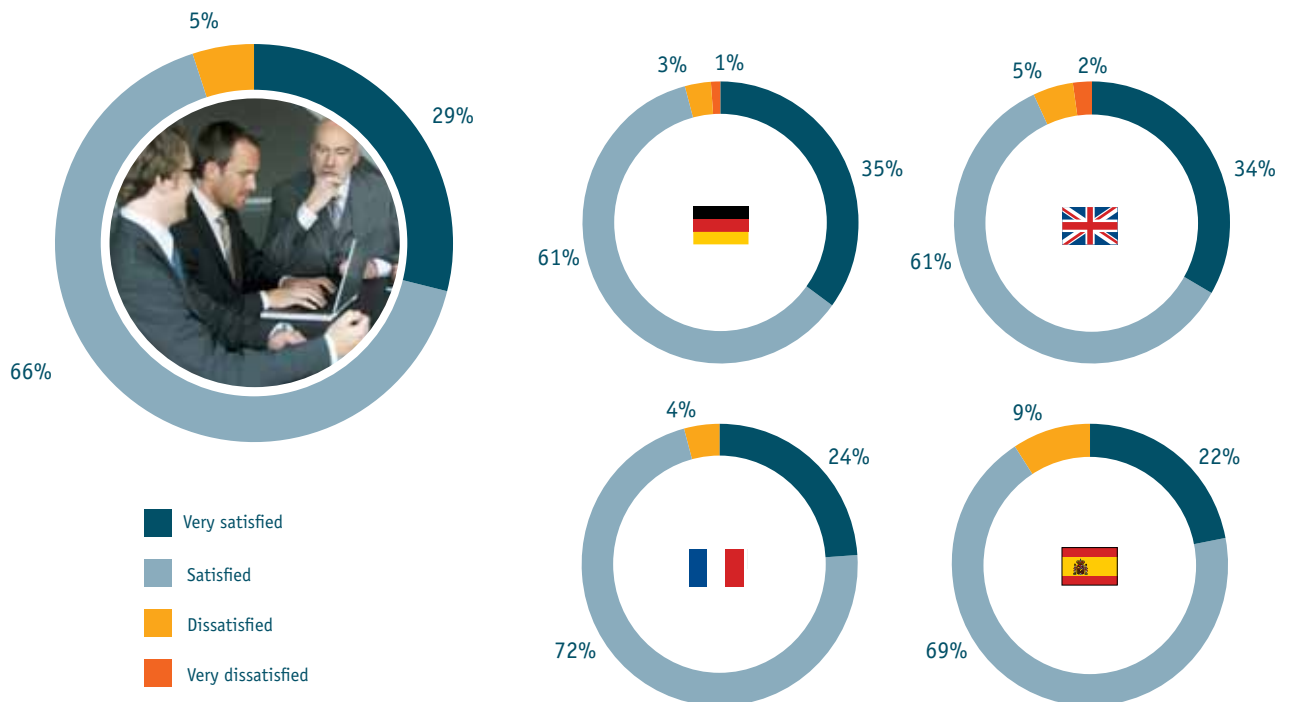
- ▶▶ In terms of classroom training programmes, shorter programmes are preferred.
- ▶▶ The shortest programmes of this type are found in the United Kingdom.
- ▶▶ In France, classroom programmes have become shorter year on year.

3. EMPLOYEE SATISFACTION LEVELS



Employees who are very satisfied with their training

In general, how satisfied were you with these group training programmes?
Very satisfied, satisfied, dissatisfied or very dissatisfied?



▶▶ In total, 95% of the people questioned said that they were "satisfied" or "very satisfied" with their training. This score is in line with the finding of previous years.

To what extent did these training programmes meet your expectations?

Total number of "very satisfied" and "satisfied" responses

	Overall	UK	Germany	Spain	France
Group training in the classroom, with a trainer, lasting one day	92%	96%	93%	87%	92%
Group training in the classroom, with a trainer, lasting two consecutive days	94%	96%	93%	91%	94%
Group training in the classroom, with a trainer, lasting three days or more	94%	95%	94%	93%	94%

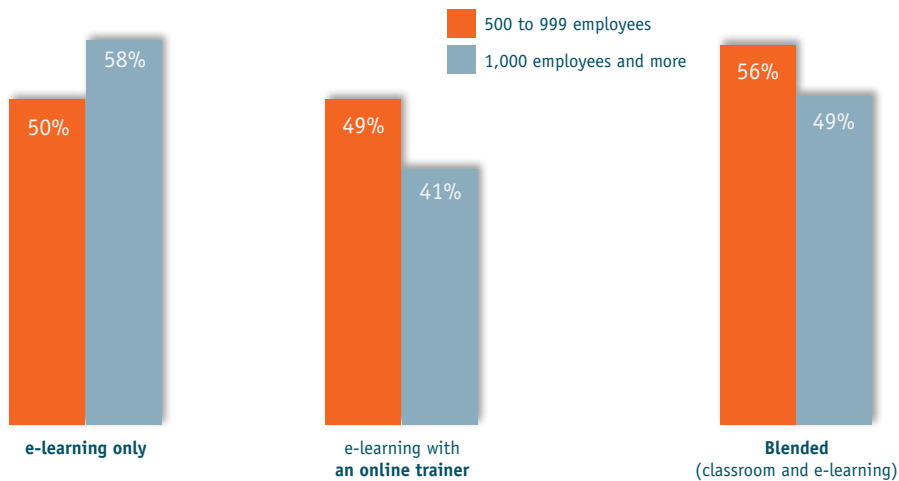
▶▶ Overall satisfaction levels remain high, for training programmes of all lengths.

4. TRAINING INVESTMENT STRATEGIES



More than half of the companies questioned use e-learning or blended training methods

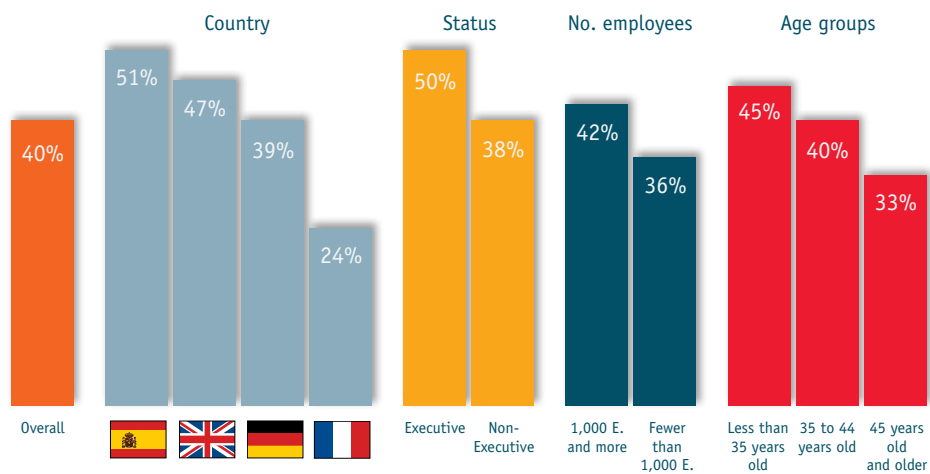
Indicate which of the following types of training your company's employees have followed



▶▶ 58% of companies with "1,000 employees or more" offer e-learning programmes. This percentage represents an increase in relation to our initial surveys. E-learning solutions are now being used more widely.

▶▶ It is interesting to note that companies with "1,000 employees or fewer" provide users of "e-learning" programmes with more support via classroom training (blended type training) or via an "online" trainer, presumably to help users assimilate these new types of training more easily.

Have you followed an e-learning training programme?



▶▶ Overall, 40% of the employees questioned in our survey had followed an e-learning programme, yet this is only 24% in France, putting it way behind its European neighbours.

4. TRAINING INVESTMENT STRATEGIES



E-learning: the United Kingdom and Spain ahead of the rest

- ▶▶ The higher figures for Spain and the United Kingdom can be explained, in part, by the fact that local authorities encourage and support the use of new technologies at all levels of education and training, from schools to companies. In the United Kingdom, where training budgets are used in the most efficient way, companies have already understood the financial benefits of e-learning. The range of e-learning training programmes available is also very high, with sustained investment made by universities and companies in English-speaking countries over a number of years.
- ▶▶ In Germany, the situation is somewhat unique: there is a high number of medium-sized companies with an international focus. For these companies, e-learning is an effective way of training employees and partners worldwide.
- ▶▶ In terms of learner profiles, executives continue to receive more training than non-executives. However, all age groups report the same level of satisfaction with e-learning.

In terms of e-learning training, have you followed:

One or more modules developed specifically for your company?

One or more "standard", "off-the-shelf", non-customised modules?

Several answers possible

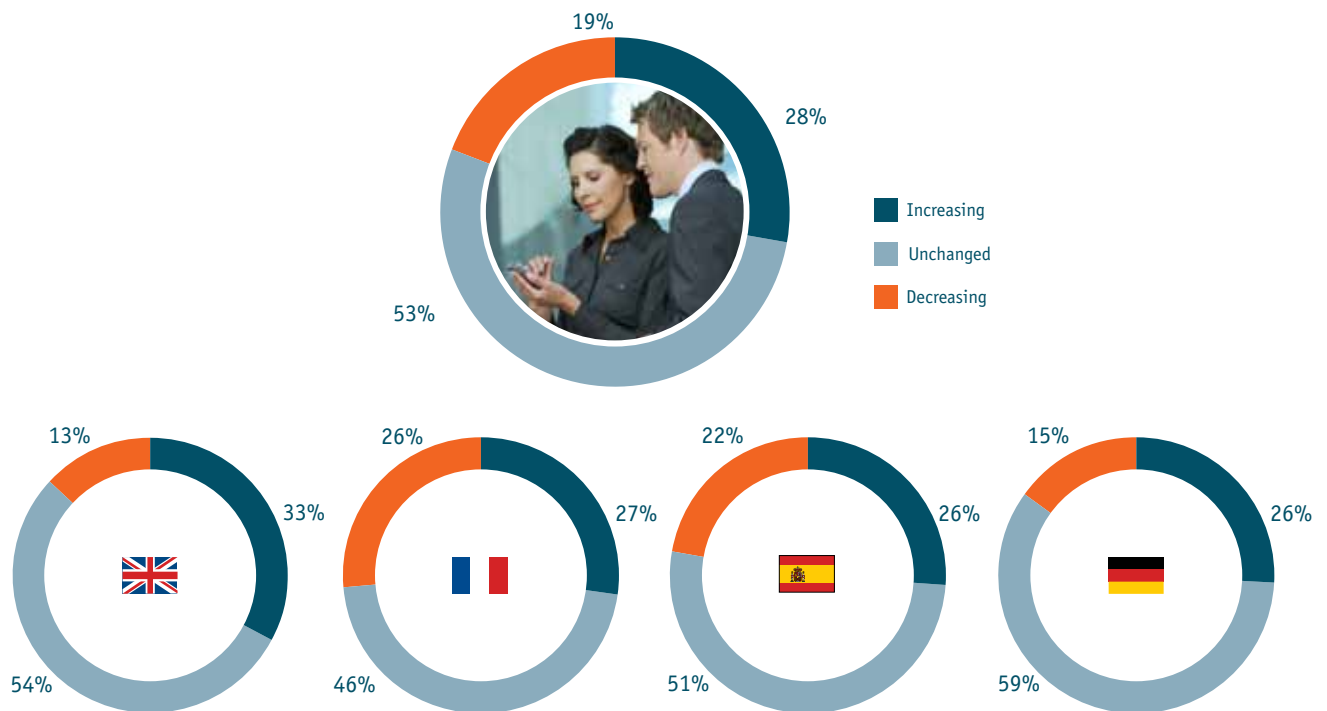
	Number of employees		
	Overall	From 500 to 999	1,000 and more
Modules developed specifically for the company	72%	69%	72%
"Standard", "off-the-shelf", non-customised modules	40%	39%	40%

- ▶▶ This widespread use of e-learning has been made possible through the development of so-called "off-the-shelf" solutions, particularly for companies without the resources required to develop tailored e-learning modules.
- ▶▶ Our survey shows that in all countries, companies are widening and diversifying their range of "off-the-shelf" e-learning training programmes, primarily in disciplines such as management, personal development, sales and negotiation and project management. "Tailored" e-learning programmes are used more for "Job-related" training, new product launches and for rolling out new IT systems.



Training investment levels remain high

How will the current economic climate affect your training investment levels?



▶▶ More than half of the HR departments and training managers questioned expressed a desire to maintain their level of training investment in 2009. Almost 30% of these said that they wanted to increase this investment. It would appear that they see training as an answer to the current crisis.

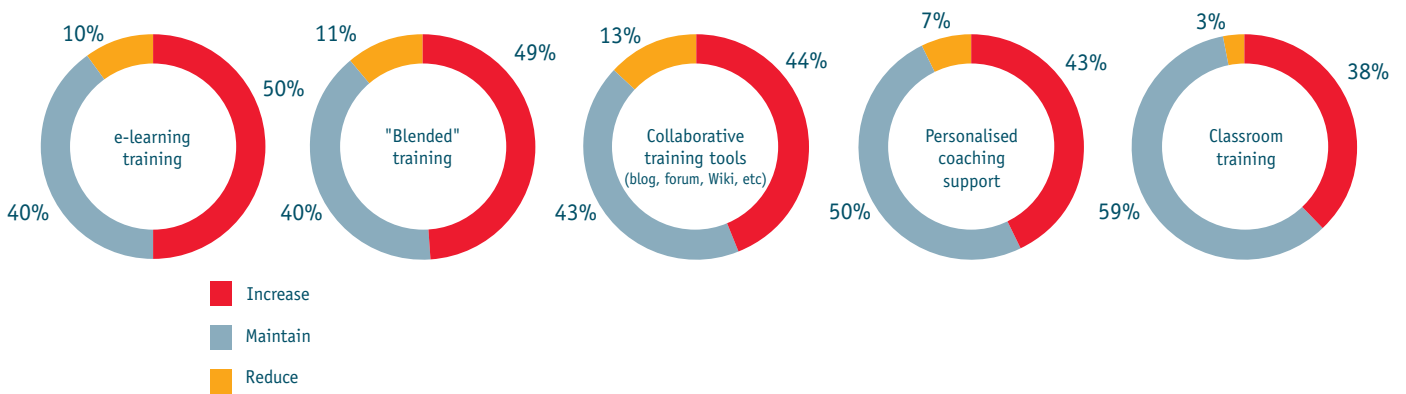
▶▶ In France, however, the figures are lower compared to its neighbours: 73% declared that their level of investment would be maintained or increased, against 87% in the United Kingdom and 85% in Spain.

5. EMPLOYEES' EXPECTATIONS OF TRAINING METHODS



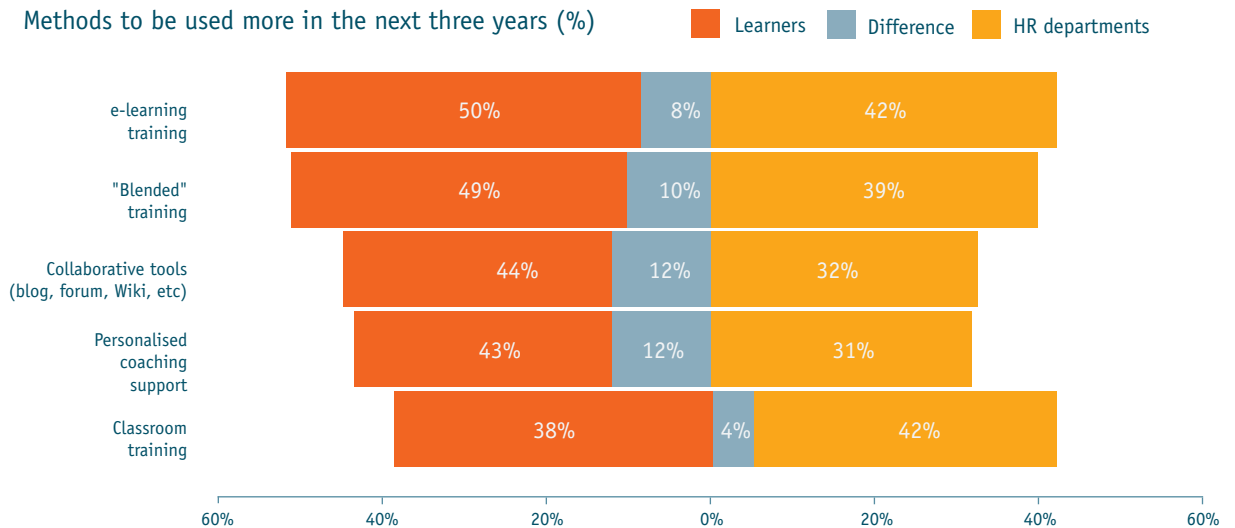
Employees are more open to new technologies than HR departments

In order to meet your training needs over the next three years, should your company increase, maintain or reduce its use of the following methods?



▶▶ Employees showed clear support for the development of e-learning and blended training methods, and the continuation of all methods (e.g. only 3% wanted to see a reduction in the use of "classroom" training).

Methods to be used more in the next three years (%)



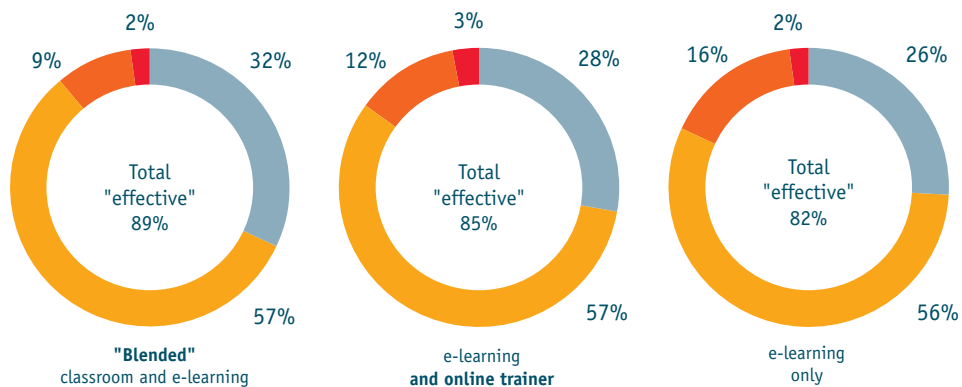
▶▶ Our survey also showed that employees are more open to new training methods than HR departments and training managers.

Employees expressed greater support for the development of new training methods than HR departments and training managers (difference of 9% to 12%). 42% of HR departments expressed a preference for more classroom training, compared with 38% of employees.



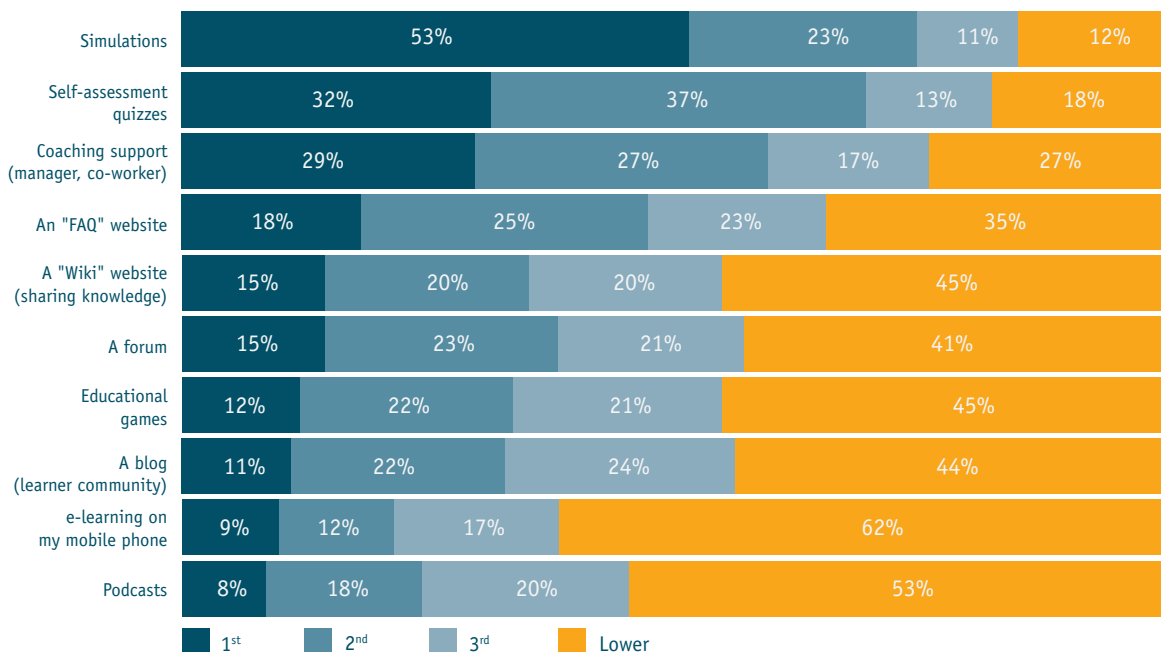
The level of satisfaction with e-learning and blended learning programmes is increasing

To what extent do these training programmes meet your expectations?
According to the 40% of respondents who had followed an e-learning programme



▶▶ 89% of respondents expressed a preference for blended training programmes. 82% of those questioned gave a positive response for e-learning "only". This represents significant progress since the first Cegos study (60% satisfaction in France in 2006)! In our opinion, this can be largely explained by the expansion in internet use and the progress made in the development of e-learning programmes.

Put the following suggestions in order in terms of their ability to improve the effectiveness of e-learning. According to the 40% of respondents who had followed an e-learning programme

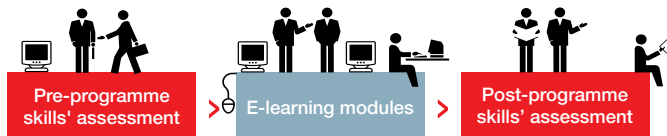


▶▶ In terms of educational expectations, clear support was expressed for simulation. The internet and the latest generation of video games have made it possible for trainees to practise in realistic situations, with a high level of interaction. Employees are now showing a desire for a greater realism in the e-learning training process.

In this context, Serious Games offer a promising development for the future.



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